

Accommodating, Collaborating and Alternative Conflict Resolution (ACR) In Oil Producing Communities in Niger Delta Region of Nigeria

Augustine Brendan Inyang (Corresponding Author)

Department of Business Administration
Faculty of Management and Social Sciences
Topfaith University, Mkpatak, Nigeria
+234 9060002881; +2348051086298
Email: ab.inyang@topfaith.edu.ng; austinbrendan@gmail.com
ORCID ID:0000-0002-6262-1596

Michael A. Ikon

Department of Business Administration
Faculty of Management and Social Sciences
Topfaith University, Mkpatak, Nigeria
+234 8035844059
Email: m.ikon@topfaith.edu.ng

Madubuike, Emmanuel Soludo

Department of Business Administration
Faculty of Management and Social Sciences
Topfaith University, Mkpatak, Nigeria
+234 9014561266
Email: Madubuike.Soludo@topfaith.edu.ng; esoludo86@gmail.com
ORCID ID:0009-0002-7934-6081
DOI 10.56201/ije_bm.vol.11.no2.2025.pg78.92

Abstract

Every entity has interests to protect. However, actualizing these interest usually leads to conflict, thus, highlighting the need to apply effective conflict management strategies in conflicting situations. This study centered on accommodating, collaborating, and alternative conflict resolution (ACR) in oil-producing communities in the Niger Delta region of Nigeria. The main objective of the study was to examine the combined influence of accommodating and collaborating on alternative conflict resolution in oil-producing communities in the Niger Delta region of Nigeria. The population of this study is infinite, as there was no exact population statistics on states that make up the Niger Delta region. The sample size of the study was 384, as determined using the Topman sample size determination technique. A descriptive survey research design was used in the study. Generated primary data for the study were analyzed using multiple regression. Findings from the study showed that accommodating and collaborating have combined significant positive influence on ACR. We concluded that conflict management has a substantial effect on

ACR in the Niger Delta region of Nigeria. It was recommended that the host communities in the Niger Delta region should accommodate the oil firms, especially when their demands have been reasonably met. This will help to sustain the relationships between the host communities and oil exploration firms in the region. Also, when the demands of the host communities are not met, due to how outrageous they may be, the concerned communities and oil-exploring firms in the region should easily resort to the use of collaboration as this will help them see the continued importance of each party in the region.

Keywords: *Accommodating, Collaborating, Alternative Conflict Resolution Programs, Niger Delta.*

INTRODUCTION

Individuals, corporate organisations and communities are highly in need of resources, which are limited in supply. Situations where the needs, values and aspirations of these entities do not align, there are likely to be issues pertaining to conflict. The above scenarios give a mental picture of the fact that conflict is an inevitable part of human existence. Considering these outcomes, most management scholars are of the view that conflict occurrence is a natural phenomenon, a course that improves the healthiness of a group, while others see it as being disruptive (Vasiliki, 2017). Given these varying views and ideology to conflict, there is a dire need to study conflict so as to determine ways to manage it whenever it occurs.

As a construct, the concept of conflict management is seen as a semantic jungle. To Rahim (2017), conflict management is concerned with all the methods that are applied to improve the positive effects of conflict, which would enable employees to complete assigned tasks and responsibilities. Based on the conceptual overviews, the idea of conflict management highlights the prerequisite techniques that are employed towards the reduction of conflict occurrence or negative outcomes. It gives insight of efforts that are geared towards providing a satisfactory solution to conflict management.

Conflict management approaches such as accommodating, collaborating, negotiating and compromise could be used to mitigate negative conflict outcomes. Nevertheless, only accommodating and collaborating were considered in this study. Accommodating, which can also be referred as smoothing method of conflict management, entails the settlement of conflict by considering the desires of others rather than resolving the conflict independently (Sunkanmi, 2019). In most cases, the accommodator approaches another with a sense of humor, apology and humility with the objective of resolving an existing conflict. Due to these features, accommodating method is often seen as the best method in resolving conflicts. Collaborating involves shared or mutual interest in finding ways to resolve prevailing conflict. In applying collaborative approach, every member in a conflict acknowledges the importance of another, which helps in focusing on resolving the conflict rather than personal importance. Regardless of these conflict management methods, certain conflict still requires conflict resolution for a lasting effect. Conflict resolution,

as opined by Wallenstein (2018), would ensure peaceful ending to any conflict and effective retribution among conflicting parties. Since it is deeply rooted in cultures and traditions, it is widely believed that conflict resolution allows peaceful management of conflict among parties to a conflict outside the court of law. Thus, conscious application of accommodation and collaboration could be pivotal towards resolving conflict in certain areas such as the Niger Delta region of Nigeria.

The Niger Delta region of Nigeria is geographically made up of nine states, which are Abia, Akwa Ibom, Cross River, Delta, Edo, Ondo, Imo and Rivers (Yahaya and Zango, 2019). Since the discovery of crude oil in large quantities at Oloibiri, in present-day Bayelsa State in 1956, many multinational oil firms such as Shell, Elf, Agip, Texaco, and Mobil together with the Nigerian National Petroleum Corporation have been in that region for large oil exploration (Okoh and Egbon, 2000). To aid in the oil exploration process, there are observable pipeline terminals, flow and pump stations, and oil drillings across various communities in the Niger Delta states in Nigeria. Ideally, the discovery of crude oil in the region ought to ameliorate the standard of living of the indigenes of these communities, however, the outcomes are far from what was expected. Reports of oil spillage have consistently deprived the people of their fertile lands for agricultural activities and water resources. To curb these menace, various militant groups such as the Ijaw Youth Movement (IYM), Niger Delta People's Volunteer Force (NDPVF), and Movement for the Survival of Ogoni People, among others, have all been instituted (Chinda and Amugo, 2019). Pathetically, rather than resolving the situation, the conflict in the Niger Delta region remains unresolved as most multinational firms have increasingly left the area in search of a peaceful business landscape. This serves as a pointer that the already applied conflict management strategies cannot bring about desired change in that direction; hence, the need for a peaceful, violence-free and sustainable conflict management strategies in the Niger Delta Region. This concern informed the decision to carry out this study.

Statement of the Problem

As already emphasized, conflict is a natural phenomenon that could occur in any geographical entity, whether in a developed or developing country. Among the states in the Niger Delta region, the discovery of crude oil gave the people hope that the region would develop better than it had, both in terms of standard of living and infrastructure. Billed as the largest oil - producing region in the country, the experiences of the indigenes of the Niger Delta region do not reflect the abundance of crude oil in the region.

Many paramilitary groups have been formed in the region to address the ongoing menace experienced by the indigenes of the Niger Delta region. Ironically, these groups have engaged in pipeline vandalization, kidnapping of foreign expatriates, sea piracy, and the steady bombing of oil wells. Over the years, this approach to conflict resolution in the region has not produced the desired outcome. In fact, on June 25th, 2010, amnesty was pronounced to cease the activities of the militants. Yet, cases of conflict between the Niger Delta indigenes and multinational oil firms remain unresolved. This indicates that perhaps a change in conflict management approaches may bring about the needed changes. Against this background, this study attempts to assess the

influence of accommodating and collaborating on alternative conflict resolution in oil-producing communities in the Niger Delta region of Nigeria.

Objectives of the Study

The main objective of this study is to assess the influence of accommodating and collaborating on alternative conflict resolution in oil-producing communities in the Niger Delta region of Nigeria.

The specific objective is to:

Examine the combined influence of accommodating and collaborating on alternative conflict resolution in oil-producing communities in the Niger Delta region of Nigeria.

Research Question

The following research question was raised for this study:

What is the combined influence of accommodating and collaborating on alternative conflict resolution in oil-producing communities in the Niger Delta region of Nigeria?

Research Hypothesis

The following null hypothesis was formulated for this study:

H₀₁: Accommodating and collaborating have no combined influence on alternative conflict resolution in oil producing communities in Niger Delta region of Nigeria.

Significance of the Study

At the completion of this study, the findings could be beneficial to the indigenes of the Niger Delta region, the exploring multinational oil firms, the federal government, as well as researchers. To the indigenes of the Niger Delta region, the insightful discussions in this study would help them understand the cost implications of resolving conflicts in the region using paramilitary. Knowledge such as this would encourage accommodating and collaborative steps among the indigenes, the multinational oil producing firms in the region, and state governments, as all parties work collaboratively towards adopting conflict management approaches that are free from violence. Findings from this study would also help the multinational oil firms to adopt a peaceful approach while exploring oil in the Niger Delta states. The objective is to improve the lives of the indigenes in terms of job creation, infrastructural development, and application of green operations.

History is replete with several commissions, acts, policies, and laws, such as the Land Use Decree of 1978, the Petroleum Act of 1969, the Niger Delta Development Board of 1961, the Oil Mineral Producing Area Development Commission of 1993, and the Niger Delta Development Commission (NNDC) of 2000. The failure of these measures to bring lasting peace to the region buttresses the assertion that conflict is never resolved in a battleground. Therefore, the findings of this study would enable the government to see the need to encourage peaceful approaches to conflict situations and deemphasize the use of commissions, acts, policies, and laws. Moreover,

the findings of this study will inevitably contribute to the body of knowledge in this direction. Such contributions would also benefit upcoming researchers who are embarking on a study in this area.

Scope and Limitations of the Study

This study centered on conflict management and alternative conflict resolution programs in oil-producing communities in the Niger Delta region. The content scope of this study covers the concept of conflict, causes of conflict in the Niger Delta region, the concept of conflict management, conflict management strategies for conflicts in the Niger Delta region, and alternative conflict resolution programs. Geographically, selected communities in the Niger Delta region, such as Azumini in Abia State; Itu and Ikono local government areas in Akwa Ibom State; Odukpani, Okut-Ikang, and Akpaboyo communities in Cross River State; and Ogoni and Oyigbo local government areas in Rivers State, were considered in this study. The conflict management variables used in this study were accommodating and collaborating. The researcher encountered certain constraints during the course of the study. The responses generated through the use of questionnaires were limited to the accuracy and truthfulness of the responses from the respondents. Equally, the conflict management variables used in this study may not be replicable in other regions. The researcher also took cognizance of these limitations. Moreover, the subject of this study is usually a sensitive topic. To minimize the challenge of eliciting the right responses from the respondents, the researcher designed questions that did not solicit private information from the respondents or their community. Regardless of these limitations, the study was still valid in realizing the aforementioned objectives for which it was designed.

REVIEW OF RELATED LITERATURE

The Concept of Conflict

Deng (1997) in Chinda and Amugo (2019) sees conflict as a social situation where two parties struggle to have the same material or immaterial resources. To Olukayode (2015) in Abah *et al.* (2019), it entails a disagreement between two parties. Consistent with this view, Dunlop (2002) in Ado (2020) submits that is a disagreement between two or more parties, and each party is pushing to protect his/her own interest. Corroborating these views, Bafarasat (2016) in Sinnaiah *et al.* (2023) submit that conflict is a strong disagreement between two or more parties as a result of incompatibility in their interest, goals, viewpoints and processes. In all, this study is of the view that conflict occurs when individuals fail to accommodate the views, ideas, interests and demands of others.

The concept of conflict is variously defined and understood. For instance, in a typical African society, conflict could take different forms such as chieftaincy and boundary disputes, personal and family misunderstandings, physical flexing of muscles at market places, as well as public assaults. Whenever these forms of conflict occur, individuals in a conflict usually involve titled men within the community to intervene. Over the years, the involvement of these individuals has remained an acceptable cultural means of resolving conflicts as evidenced in certain societies such as Ife-Modakeke in Yoruba land and Tis-Jumen of Nigeria, and the Hutu-Tutsi of Burundi

and Rwanda (Punier, 1995). Regardless of the traditional approaches, the issue of conflict remains unresolved in a peaceful manner till this contemporary times. The occurrence of conflict in itself is never completely bad. Extant studies in this direction are of the view that does not only exert a negative influence on conflicting parties. The findings from such studies maintained that when conflict is properly managed, it encourages healthy and peaceful co-existence among the parties (Adim *et al.*, 2018; Francis *et al.*, 2021). Also, as individuals acknowledge the wishes, demands, interests, values and positions of one another, the dynamisms among all parties are appreciated (Sunkanmi, 2019).

Causes of the Niger Delta Region Conflicts

The causes of the Niger Delta conflicts in Nigeria in this study are categorized into primary and secondary causes. Under the primary cause, it is worth mentioning that before the discovery of crude oil in the region in 1956, oil exploration had earlier started during colonial rule. During that period, the colonial masters capitalized on several legislations such as the 1914 Petroleum Act, and colonial oil and mineral laws of 1887, 1907 and 1914 (as amended in 1925, 1950 and 1958), to control oil exploration within the region, and they work collaboratively with British-allied oil firms such as British Petroleum and the Royal Dutch Shell Company (Omeje, 2006). At first, the agreement the colonial masters had was to share the oil revenue on a fifty-fifty basis with indigenes of the region in whatever capacity that could benefit the region, however, that agreement was jettisoned as crude oil was transported in large quantities to developed economies like Europe and America at the detriment of the region (Osoba, 1987).

Building on these developments, the primary cause of conflict in the Niger Delta region is due to the struggle for control of crude oil deposits in the region or what has been described as resource control. Therefore, an overwhelming number of studies on conflict management in Africa are of the view that much of the conflicts experienced in the region are resource-based (Blench, 2006). Buttressing this view, the United Nations report has it that in the past sixty decades, forty percent of conflicts on the African continent are due to the deposit of natural resources in the region. In the same manner, countries like Sudan, Indonesia, and Angola which are equally rich in natural resources also suffer from oil-related conflicts (World Bank, 2003). The case of Nigeria, particularly in the Niger Delta region of the country, is not an exception as about ninety-five percent of conflicts in the region center around resource control (Drunen, 2020). Hence, resource control remains the primary cause of conflict in the Niger Delta region, which has given rise to other forms of conflict in the region.

Furthermore, the secondary cause of conflict in the Niger Delta region revolves around marginalization and expression of frustration among the local oil communities as a result of being neglected by multinational oil firms (Ogbuleke, 2019). These expressions cover critical issues like limited share of oil proceeds, poor level of infrastructure in the region, lack of scholarships from multinational oil firms in the region, inadequate compensation from the multinational oil firms, payment of oil exploration compensations to the wrong persons, lack of proper consultation before engaging in actual oil exploration, consistent degradation of the region by oil exploration companies, inadequate employment opportunities, among others (Brickins, 2020).

Nevertheless, the assumed repeated neglect of oil firms by the host community is said to have been caused by community leaders and youths. For instance, the oil exploration firms believed that it is their right to be socially responsible to their host communities, however, they always encounter severe challenges such as the wrong individual(s) parading themselves as representatives of the communities, the insistence of the host communities to produce incompetent and inexperienced individuals as representatives during the negotiation process, and the recent emergence of paramilitary groups with various interests to meet (Brickins, 2020). Other challenges encountered by the oil companies include inconsistent and unreasonable demands from the host communities, inability to resolve disputes about paid compensations, and lack of government collaborations in providing certain aspects of the demands that are perceived as the rights of the taxpayers in the country (Igben, 2008). While these may appear like constraints inhibiting multinational oil firms from acting socially responsible in some cases, indigenes of the Niger Delta region have continued to accuse oil exploring firms in the region for their continued conflicts and poor standard of living. In most cases, the indigenes of the host communities have disrupted the operations of the oil firms, ceasing their oil wells, kidnapping their staff, engaging in outright destruction of their property and eventually, forcing most of the multinational firms in the region to wind up their business operations (Mackintosh, 2024).

The Concept of Conflict Management

Thus far, the constructive overviews of Niger Delta conflicts have shown that when conflicts are not properly managed, they could generate uncontrollable negative outcomes. Resolving conflicts always falls within the domain of conflict management. Kalagbor (2017) in Amele (2019) conceive it as the efforts that are put in place to identify causes of conflict and to ensure they are properly resolved while considering the rights and interests of the people involved. Elsewhere, Shehu-Usman (2024) submits that it involves the use of expertise and professional techniques to ensure that conflicts are properly addressed in an organisation. According to Adreoni and Chang (2019), conflict management involves identifying the sources of the conflict, understanding the views of the parties in the conflict and finding mutually satisfying ways to address the issue. In this study, accommodation and collaboration approaches to conflict management were considered.

Accommodating: As opined by Larasati and Raharja (2020), accommodating is a conflict management strategy where individuals in a conflict disregard their interests to resolve the conflict. In practical terms, Omene (2020) succinctly described it as a situation where an individual chooses to lose, while he wins. Therefore, when accommodation is applied in resolving conflicts, the parties are ready to let go of the passive behavior of others. That is, a party to the conflict is willing and ready to ignore their interest, position and demand just to please the other party. Moreso, individuals resort to this strategy when they realize they are wrong or realize the value of their social relationships. Equally, this strategy is useful when individuals realize the continuous pushing of their agenda will eventually cause serious damage for them in future times (Utaka and Silas-Dikibo, 2020).

Collaborating: In this approach, individuals in a conflict resort to win-win outcomes. That is, they find a mutually satisfying solution (Imtiaz *et al.*, 2022). It involves high concern for others and oneself. Therefore, when parties in a conflict apply a collaborating approach, they strive to tackle

the differences rather than avoiding them. The individuals focus on providing solutions that will satisfy their needs as well as the needs of others, to maintain their relationships and future interactions. In the Niger Delta region, making use of this approach would entail ensuring that conflicts are resolved in a manner that would be satisfying to both the host communities and the oil exploration firms. In most cases, this would require the host communities to communicate their needs to the oil firms in advance, while the oil firms find the best way possible to meet those needs. With such mutual understanding, there would be less cases of conflict occurrence in the Niger Delta region.

The Concept of Alternative Conflict Resolution (ACR)

In most studies in this direction, ACR is otherwise known as a third-party means of conflict resolution. To Bulei (2021), it is a creative way of resolving individual or group conflict. More so, Ojo (2023) conceived it as a win-win approach to conflict resolution, whereby parties in a conflict are willing to settle their differences outside court litigation processes. Therefore, the use of ACR presupposes the idea of resolving conflict in a peaceful way that is both time-effective and sustainable. Adopting it, therefore, implies a way of resolving conflict that does not include hurting one party for the other party to be in an advantageous position. It does not encourage a litigation approach that often results in win/lose outcomes, rather, the rights and privacies of the parties are respected in the process of restoring peace among the parties.

As the colloquial name implies, ACR may demand the involvement of a neutral person. Since this person is not known by either of the parties to a conflict, it is believed that judgments could be passed and solutions to the conflict quickly provided. Hence, ACR is a peaceful approach to resolving conflicts, as directed by a third party (Oni-Ojo and Roland-Otaru, 2013).

Theoretical Review

Frustration-Aggression Theory: In 1939, a group of researchers namely, Dollard, Doob, Miller, Mowrer and Sears, at Yale University Institute of Human Relations published a monograph that seemingly explain the causes and consequences of aggression. The monograph was an extract from their book named Frustration and Aggression. The book comprised seven articles in one, which was later published in a psychological review journal in 1941. According to Dollard and his colleagues (1939), aggression is always a consequence of frustration. To the research group, this theory is based on the following assumptions: (i). the occurrence of aggressive behavior presupposes the existence of frustration, and (ii). The existence of frustration always leads to some form of aggression.

To understand frustration-aggression theory properly, it would be pertinent to understand what the writers' view of frustration and aggression is. To Dollard and his colleagues, frustration simply entails an interference with the occurrence of an instigated goal-response at its proper time in the behaviour sequence. This means that frustration does not occur if there is no intention, or action, knowingly or unknowingly, to achieve a certain objective. There must be an intent, an action, to satisfy a given drive. Accordingly, the research group submits that aggression entails a sequence of behaviour to which it leads to an injury to whom it is directed. Thus, aggression to the research group is not merely a response to a certain stimulus, but an action that has a clear

objective, which is inflicting injury to whoever it is directed at. As different aggression yields different outcomes, how the aggressor hurts the target is not a cause for concern to the research group. This is because the aim of the aggressor is always directed against the person perceived to be the source of the frustration.

A review on the causes of conflict in Niger Delta region of the country would reveal that the Niger Delta Region are endowed with various natural resources. Technology advancement demands that the residents in that region do not have the required knowledge and tools to explore oil, thus, leading to the Niger Delta residents being preoccupied with farming, fishing and other agricultural activities on a small scale. In the course of oil exploration, the farms, rivers, fish and homes of the Niger Delta people has been destroyed with little or no compensation to show for it. The spillover effect is increase in poverty level, unemployment, destruction of lives and property on a large scale and reduction in life expectancy of these people. Left with no other option and full of frustration, they resort to violence with the oil firms, neighboring communities, as well as government, most times. Therefore, frustration-aggression theory best explains reasons for the occurrence and reoccurrence of conflict in Niger Delta region of Nigeria.

Empirical Review

Prior studies have been carried out in this direction. In this section of the study, few of such studies were reviewed as shown hereunder:

Shehu-Usman *et al.* (2024) carried out a study on conflict management strategies and organisational performance: a study of Federal Road Maintenance Agency in Abuja, Nigeria. The objective of the study was to determine the relationship between avoidance, Collaborating, compromising and accommodating conflict management strategies on organisational performance in Federal Road Maintenance Agency in Abuja, Nigeria. Survey research design was used in the study. Using stratified sampling technique, a total of 567 employees formed the population of the study, while 237 of them was used as sample size as determined using Taro Yamane sample size determination technique. Generated primary data were analyzed using simple linear regression. Results from the analysis showed that avoidance, collaboration, compromise, and accommodating has no significant impacts on the performance of Federal Road Maintenance Agency in Abuja, Nigeria. It was concluded that applying integrative conflict management tactics bring greater positive results for organisations than the traditional means of conflict management. The researchers recommended, among others that, the organisation should concentrate on initiating creative conflict management strategies and encouraging their employees to make use of them as such approach will yield improved outcomes. Both studies differ in terms of geographical scope and organisation assessed, while they are similar in the area of specific independent variables assessed.

Abomeh (2022) examined effects of conflict management on organisational performance (A study of Broadcasting Corporation of Abia State). The specific objective of the study, among others, was to assess the effect of collaboration, collective bargaining, and compromising on the performance of deposit money banks in Asaba. Survey research design was adopted in the study. The population of the study was 155 fulltime staff of the studied deposit money banks in Asaba,

while 122 of them served as the sample size as determined using Taro Yamane sample size determination technique. Generated primary data were analyzed using ordinary least square regression. Findings from the study showed that both collaboration and collective bargaining has significant positive effects on the performance of the studied deposit money banks in Asaba, while compromising has insignificant positive effects on the performance of the studied deposit money banks in Asaba. The researcher concluded that collaboration and collective bargaining are crucial conflict management strategies for enhancing the performance of the studied deposit money banks in Asaba, while compromising is detrimental to the performance of the bank. Both studies are similar in terms of conflict management strategies assessed, while they are different in terms of study area.

In their study on conflict management and organisational performance in Nigeria, Francis *et al.* (2021) sought to find out the relationship between limited resources and level of organisational performance in selected companies in South-East, Nigeria, among others. Survey research design was applied in the study. The population of the study was unknown, while the sample size of the study was determined using Freud and Wiliams (1984) and Taro Yamane sample size determination techniques. Generated primary data were analyzed using Pearson Product Moment Correlation (PPMC) analysis. Findings from the study showed that conflict management strategies have significant relationship with organisational performance. It was recommended that management of the studied organisation should create additional channels of communication for their employees as this will improve the feedback on organisational policies, thus, reducing conflicting interest in the organisation. This reviewed study differs from the present study in terms of variables assessed, geographical scope, and method of data analysis, while they are similar in the area of methodology (survey research design).

Abah *et al.* (2019) studied organisational conflict and conflict management in secondary schools in Benue State. The objective of the study was to determine the effect of conflict on teachers and principals' job performance, among others. It was concluded that management should seek for peaceful means of resolving conflict as that will yield lasting solution and peace in a conflicting situation. Literature review approach was adopted in the study. The researchers recommended, among others that, dialogue should be encouraged rather than the use of force to resolve conflicting situations. Both studies differ in terms of geographical scope and method of analysis, while they are similar in terms of variable assessed.

Amele (2019) assessed relationship and conflict management in organisations and institutions. The objective of the study was to determine what causes conflict in an organisation, and how workplace conflict could be managed. Literature review approach was adopted in the study. Evidence from the reviews showed that common causes of conflict in an organisation include maltreatment of employees, unfair reward system, poor communication, favouratism, sexual harassment, limited resources, among others. It was concluded that allowing the aforementioned causes of conflicts in an organisation without proper management could escalate into organisational and institutional conflicts, which would weaken the bonds of trust that bind relationships in an organisation. It was recommended, among others that, there is need for proper communication concerning the ethics of an organisation as this will help to set acceptable model of discipline in managing conflict in an organisation.

METHODOLOGY

Descriptive survey research design was used in this study. The population of this study is infinite, as there was no exact population statistic on states that make up the Niger Delta region. The sample size of the study was 384 as determined using the Topman sample size determination technique. A purposive sampling technique was used as the researchers only focused on selected communities they believed had the necessary information on the subject matter. A structured questionnaire was used to elicit responses from the respondents. Likert rating scale of Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2, Strongly Disagree (SD) = 1 and Undecided (UN) = 0 were also incorporated. Out of 384 copies of the Questionnaire administered, 371 (99%) were correctly filled and returned. Face, content and construct means of validity were carried out on the research instrument, while the Test-retest method and internal consistency test were used to determine the reliability of the research instrument. A Cronbach alpha value of 0.866 (for accommodating, collaborating and alternative conflict resolution) showed that the research instrument is reliable.

Multiple regression was the inferential analytical tool used to analyze the data generated for testing the formulated null hypothesis. The multiple regression model was stated thus:

$$Y = f(X_1, X_2) + e_0 \quad \text{Eqn 1}$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e_0 \quad \text{Eqn 2}$$

$$\text{ACR} = \beta_0 + \text{ACC}_1 + \beta_2 \text{CO}_2 + e_0 \quad \text{Eqn 3}$$

Where:

ACR = Alternative Conflict Resolution

ACC = Accommodating

CO = Collaborating

β_0 = The regression intercept.

β_1, β_2 = The regression parameters.

X_1, X_2 = Changes in ACC and CO.

e_0 = Stochastic term, white noise or error term.

RESULTS

Hypothesis 1

H₀₁: Accommodating and collaborating have no combined positive significant influence on alternative conflict resolution in oil producing communities in Niger Delta region of Nigeria.

Table 3: Summary of Multiple Regression Analysis Showing the Combined Influence of Accommodating and Collaborating on Alternative Conflict Resolution (ACR)

	B ₁	SE	B ₂	t-value	Significant (2 tailed)
Constant	.123	.147		.836	.0404
Accommodating (X ₁)	0.371	.091	.336	4.085	.000
Collaborating (X ₂).	0.622	.096	.533	6.493	.000
Dependent Variable: ACR					
R =	0.842				
R ² =	0.708				
Adjusted R-Square =	0.705				
Std. Error of estimate =	1.14381				
F-statistics =	214.901				
Probability (Significant p-value) =	0.000 ^b				

**Significantly related at 5% (p<0.05). B₁= unstandardized beta, B₂= standardized beta, SE= standard error.*

Source: The Researcher's Computation (2025).

The regression coefficient of R² = 0.708 means that the independent variables accounted for approximately 70.8% of the variation in alternative conflict resolution in oil-producing communities in the Niger Delta region of Nigeria. Also, the F-statistics of 214.901 at p = 0.000 (p<0.05) indicates that the overall model is significant in predicting the joint influence of accommodating and collaborating on alternative conflict resolution in oil-producing communities in the Niger Delta region of Nigeria. Moreover, beta values of $\beta_{x1} = 0.371$ and $\beta_{x2} = 0.622$ at p-values of = 0.000 and 0.000 respectively show that a unit change in accommodating and collaborating will result in 37.1% and 62.2% changes in alternative conflict resolution in oil-producing communities in Niger Delta region of Nigeria. Based on the decision rule, since the generated p-value (0.000) is less than 0.05 (p-value = 0.000 < 0.05), the null hypothesis is rejected. It is therefore concluded that accommodating and collaborating have a positive significant influence on alternative conflict resolution in oil-producing communities in the Niger Delta region of Nigeria.

DISCUSSION

Influence of Accommodating and Collaborating on Alternative Dispute Resolution (ADR)

Conflicts are an integral part of human existence. Nevertheless, to ensure that conflicts are not destructive, there is a serious need for the use of an accommodation approach. The view of this

study is that when individuals apply an accommodating and collaborative conflict management approach, they are ready to make concessions. The underlying idea is that when parties in a conflict can put up such behaviour, it is easier to tolerate one another, prompting needed adjustments in an individual's interest, goals, position and demands. This buttresses the point that by being accommodating and collaborative, parties in a conflict are willing and ready to settle it. They have high value for their relationships as well as future interactions and want to sustain the same.

Findings from this study showed that accommodating and collaborating have a positive significant effect on Alternative Conflict Resolution (ADR), with a regression coefficient of $R^2 = 0.708$ and a $p\text{-value} = 0.000 \leq 0.05$. As a result, the null hypothesis was rejected in favor of the alternative hypothesis. This outcome is consistent with the findings of Utaka and Silas-Dikibo (2020) who opined that this conflict management strategy is useful when individuals realize that continuous pushing of their agenda will eventually cause serious damage for them in future time. This outcome is consistent with the findings of Imtiaz *et al.* (2022). They revealed that this strategy helps individuals in a conflict to find a mutually satisfying solution.

CONCLUSION

Based on the findings of the study, it could be seen that both accommodating and collaborating have significant positive effects on ADR. Therefore, it was concluded that conflict management has a significant effect on ACR in the Niger Delta region of Nigeria.

RECOMMENDATIONS

Based on the findings and conclusion of this study, the following recommendations were made:

- i. The host communities in the Niger Delta part of the country should accommodate the oil firms, especially when their demands have been reasonably met as this will help to sustain the relationships between the host communities and oil exploration firms in the region;
- ii. The demands of the host communities may not be met at all times, especially when the demands are outrageous. In such situations, both parties should easily resort to the use of collaboration as this will help them to see the continued importance of each party in the region.

REFERENCES

- Abomeh, O. (2022). Effect of conflict management on organisational performance of selected deposit money banks in Asaba, Delta State, Nigeria. *Renaissance University Journal of Management and Social Sciences (RUJMASS)*, 8(1), 115-123.
- Abah, E., Itodo, F. & Haruna, U. (2019). Organisational conflict and conflict management in secondary schools. *BSUJEM*, 1(1), 222-232.
- Amele, G. (2019). Relationship and conflict management in organisations and institutions. *International Journal of Institutional Leadership, Policy and Management*, 1(2), 336-347.
- Andreoni, A., & Chang, H. (2019). The political economy of industrial policy: Structural interdependencies, policy alignment and conflict management. *Journal of Structural Change and Economic Dynamics*, 48, 136-150.
- Imtiaz, S., Rizvi, S. & Hassan, N. (2022). Impact of conflict management styles on employee motivation and organization performance of banking industry of Bahawalpur in Digital Era. *Business Review of Digital Revolution*. 2(2), 82-89.
- Larasati, R. & Raharja, S. (2020). Conflict management in improving schools effectiveness. *Proceedings of the 3rd International Conference on Learning Innovation and Quality Education (ICLIQE 2019)*, 397, 191-197.
- Mackintosh, U. (2024). International oil companies and unrest in Rivers State (2009-2019). *International Journal of Innovative Legal & Political Studies*, 12(2), 1-18.
- Ogbuleke, L. (2019). Towards permanently resolving the Niger Delta crisis. *Middle East Journal of Applied Science & Technology (MEJAST)*, 2(3), 60-71.
- Omeje, K. (2006). The rentier state: Oil-related legislation and conflict in the Niger Delta, Nigeria. *Conflict, Security & Development*, 6, 211-230.
- Ojo, S. (2023). Alternative dispute resolution (ADR): A suitable broad based dispute model in Nigeria: Challenges and prospects. *International Journal of Conflict Management*, 4(1), 50-62.
- Omene, R. (2021). Conflict Management Strategies as a Prerequisite for effective organizational Performance: An Exploratory Analysis. *International Journal of Business & Law Research*, 9(4), 187-199.
- Shehu-Usman M., Uzochukwu I., Gambo N. & Hauwa, L. (2024). Conflict management strategies and organisational performance: A study of Federal Roads Maintenance Agency in Abuja, Nigeria, *Global Journal of Human Resource Management*, 12(1), 49-67.
- Sinnaiah, T., Adam, S. & Mahadi, B. (2023). Conflict Resolution Styles and Organisational Performance: The Mediating Role of Cultural Factor. *International Journal of Academic Research in Business and Social Sciences*, 13(1), 1027-1037.

- Ukata, P. & Silas-Dikibo, I. D. (2020). Conflict management and conflict management skills needed in educational tertiary institutions in Nigeria. *International Journal of Social Sciences and Management Research*, 6(4),
- Yahaya, J. & Zango, A. (2019). Niger-Delta crisis and participatory conflict management approach. *Global Scientific Journal*, 8(1), 898-926.